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DDI #04778-84 17 August 1984

MEMORANDUM FOR: Executive Director

FROM : Deputy Director for Intelligence

SUBJECT : Search for Excellence Program

- The Directorate of Intelligence follow-up to the DCI's "Excellence" program began even before he delivered his speech on 16 March. Once the Excellence task force under John McMahon's auspices had finished its work and made its recommendations, I asked each Office Director and Staff Chief in the DI to convene their people once again and to come up with ideas for furthering the Excellence program within the Directorate of Intelligence. Each organization, as well as the Directorate's Management Advisory Group, submitted its recommendations and I asked a Directorate-level task force to make recommendations to me on which of these measures should be adopted as Directorate policy. The task force was chaired by Persian Gulf Division Chief in NESA and our representative to the McMahon group, and also included a branch chief, an analyst, a secretary and one of our administrative officers.
- 2. The newsletter that I issued on 1 June (attached) presented to the Directorate a long list of measures and policy changes incorporating not only the Director's decisions but my own in terms of steps to be taken within the Directorate of Intelligence on recognition and awards, reducing bureaucracy and delegating downward, the Directorate's substantive review process, and a range of other topics. This 1 June publication sets forth a large number of significant policy changes in the Directorate, several of which required changes of Agency policy in order to implement. These Agency policy changes were in fact made with the help of the DDCI and the DDA.
- 3. I emphasized at the end of that newsletter that "action -- and action throughout the year" -- on the Excellence program would be essential and that "the credo is a statement of aspirations; all of us now need to work to make it more of a reality." I stated that the measures announced in the newsletter were "only a start".
- 4. In response to your memorandum of 24 July and the Director's of 26 July, I have once again solicited from the

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Office Directors reports on the measures they have taken subsequent to the first of June. I present highlights of these below. The report is divided into two categories: substance and bureaucracy.

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- 5. While I think you should look over the large number of examples below, I would highlight the following developments:
 - -- The burgeoning of task forces to work on discreet substantive analytical problems with a view to their disbanding once the job is done.
 - -- The dramatic number of initiatives to better inform all of the people in each office of what is going on, particularly from an administrative and bureaucratic standpoint.
 - -- An apparent far reaching change in the attitude of managers toward involving their people in identifying problems and coming up with the solutions.
 - -- An effort for the first time to expand management attention, concern and career planning efforts to categories of employees other than analysts.

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6. It is the breadth and number of the Excellence-prompted initiatives over just a three month period that convince me that the Excellence effort genuinely took hold and that DI managers got the message. I frankly believe that most of the major items that we can do in these areas have been tabled -- from the use of task forces for both substantive and bureaucratic purposes to greater manager contact with employees to management involvement of employees at all levels in trying to solve problems. It seems to me that principal future steps lie in our keeping alive the spirit that has motivated the actions of the last few months and insuring that with time it does not dissipate and become forgotten.

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I. SUBSTANCE

Task Forces

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Other Initiatives

- 8. The Directorate has taken a number of other initiatives as an outgrowth of the Excellence undertaking to try and improve analysis. Some of these include:
 - -- OGI is creating cross-cutting branch units to pursue non-traditional research. For example, the Political Instability Branch will examine mechanisms for sudden change in a series of Third World countries and the Economic Analysis Branch is looking at a number of non-traditional areas such as Third World austerity and narcotics trafficking.
 - -- OGI is pursuing new opportunities for cross-divisional analysis, identifying areas where skills unique to one division can be applied to substantive issues handled in another unit. For example, the team responsible for oil facilities vulnerability has been asked to look at the vulnerability of telecommunication systems and computer centers in key industrial countries with a view to terrorist threats. Analysts in the Commodity Analysis Branch are looking at patterns of Soviet commodity purchases with a view toward their impact on individual LDCs and potential leverage for the Soviets.

- -- OGI also has developed several special programs to broaden the experience and perspective of analysts, including an "out of area assignments program" involving some 20 assignments in other government agencies or overseas to provide first-hand experience in the use of intelligence or the opportunity to develop unique insights on substantive issues. For example, one analyst just spent three months abroad examining the development of high-tech industries in seven newly industrialized countries.
- -- OGI's Geography Division is exploring the possibility of contracting with local geography professors to set up special studies programs for non-geographers in the division highlighting systematic geographic research and the opportunity to apply elementary integrated techniques on foreign area topics.
- -- OGI's Strategic Resources Division is establishing a training guide for its personnel, including appropriate academic course work from local universities based on area specialization, recommended short courses from universities or consultants in specialized topics, and a listing of appropriate conferences or seminars applicable to the division.
- -- OGI's Geography Division also is trying to create an environment encouraging the "trickling up" of ideas from all employees in the division. Key substantive topics are identified within branches and then, similar to the drafting of the credo exercise, each branch discusses the topic and makes recommendations. By occasionally setting aside time, the division hopes to stimulate free and uninhibited thinking that will uncover good ideas.
- -- ALA has undertaken an active program to improve dramatically its relations with the DO. This has involved a formal program for DO CTs to serve in interim assignments in the office, the recruitment of a DO officer as a deputy division chief in ALA, senior managers attendance at DO Chiefs of Stations conferences and meetings with reports officers.
- -- Virtually all offices in the Directorate have created mentors for new analysts to see that the analysts get the training and guidance they need, help in understanding how our work is done, and in learning the resources and opportunities available to them.
- -- OSWR has started a guest speaker program, bringing in outsiders to deal with specific substantive topics.

	OSWR's management has set aside time each day to meet with managers and focus on analytical developments and discuss substantive issues. Discussion of management and administrative concerns are forbidden at these sessions.

- -- OCR has established service representatives to both OSWR and OGI. These representatives are charged with evangelizing these offices and explaining and promoting library support to analysts.
- -- OCR has begun reviewing DI production plans to bring a full range of OCR support services to bear on a problem even before an analyst requests it.
- -- EURA has initiated a new <u>European Review</u> feature called "One Analyst's View" which is published with a disclaimer and without any review.
- -- The East European Division has begun using panels throughout the process of researching, writing and reviewing papers to bring together analysts and managers who can provide ideas and support on a particular subject to the analyst.
- -- OEA has been encouraging its people to apply new approaches and methodologies. Recent examples range from the formation of a new regional assessment staff to produce cross-cutting East Asian wide regional assessments to the recent report (which the DCI and DDCI both have seen) on how well positioned we are for the troubles ahead for both collection and analysis on the Philippines.

-- A series of informal seminars by SOVA and OSWR senior analysts to keep Third World military analysts current with weapon developments and weapon systems will begin in September.

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II. BUREAUCRACY

9. A number of initiatives have been taken by the offices to reduce bureaucracy, delegate authority, improve the quality of life, grant more prompt and wider recognition for excellence, and better involve and better inform our people about the mysteries of this bureaucracy. What follows is a selection from each of the offices of major initiatives that have been taken.

OGI

- -- An advisory committee of analysts, support personnel and branch chiefs has been formed to work out a system of fair guidelines for financial award.
- -- Changes have been made in the substantive review process to minimize unnecessary aggravation and inconvenience to the analyst and also to speed the process.
- -- A mentor system has been established for new employees so that each new employee will have someone below the branch chief level to whom they can turn for work related information and advice.
- -- New initiatives in training include using all of the positions for the September running of the Seminar on Intelligence Analysis, a course design to develop brainstorming skills and identify more creative ways of approaching traditional analytic problems. As a result a majority of a division will simultaneously be exposed to these tools and techniques with the expectation that the shared experience will stimulate and facilitate their use when the employees return to their jobs.
- -- A program has been developed for circulating out of area training opportunities to the secretarial staff. TDYs are being developed for Intelligence Assistants to have the opportunity to travel and attend conferences. For example, one IA who has been working with the International Energy Team for nearly 10 years will attend a conference on energy security issues next month in Hawaii.

NESA

-- Because many newer analysts were not familiar with procedural steps involved in preparing NID and PDB articles, a senior officer has prepared a memo detailing those steps.

-- Because of so many first-time travelers abroad, NESA is holding a series of briefings on required procedures, related to traveling abroad.

- -- Guidelines have been issued on the use and availability of flex-time.
- In response to considerable misunderstanding about office funding of activities, the Executive Officer presented a lecture on the budget process to personnel.
- -- Despite numerous complaints about the very high temperatures in one of NESA's division, the problem remained unresolved. Using its own new funding authorities resulting from the Excellence program, NESA management simply purchased a dozen large floor fans to provide relief.
- -- A task force was created to develop career training profiles for secretaries, political military analysts, and economists. The profile contains course descriptions and when during an individual's career a course would be appropriate.
- -- Because of concern over the introduction of computers and the resulting impact on secretarial duties, office secretaries met and compiled a new job description that include both current duties and computer oriented tasks.
- -- To give secretaries a better understanding of the nature of our work, a visit has been arranged for them to NSA for an orientation briefing.
- -- Several external training courses for secretaries have been identified.
- -- The office has begun publishing a newsletter that will include promotions, kudos, travel, production and performance comparisons.
- -- NESA military analysts have begun holding regular meetings to exchange information and address military related issues.
- -- A space working group has been established to identify and provide suggestions for solutions to work space problems.
- -- Work will soon be completed that will provide each analyst with self-enclosed work stations enhancing privacy and noise reduction.

- -- A task force developed a checklist for all new employees detailing information to assist them in adapting to their new working environment.
- New procedures were established to improve and accelerate the office/division review process.
- -- NESA has established procedures for cash awards for outstanding research papers.
- -- An ADP task force has been established to review current and future office computer requirements.

ALA

- -- Deputy division chiefs have been made full members of the career service panel. These individuals know the individual analyst perhaps best of all.
- -- Graduate fellows on duty with ALA are serving as full-fledged country desk officers.
- -- A secretarial advisory group in the office has been formed resulting in solutions to several on-going issues and improvement in morale.
- -- Economic and military mentors for new analysts have been established.

OSWR

-- The office is delegating authority to lower levels in management, reducing routine administrative meetings. For example, division chiefs are now able to authorize part-time external training during duty hours for personnel taking courses directly applicable to their jobs.

SOVA

-- SOVA has initiated programs for enhancing professional training for those in secretarial and technical career fields. It has sponsored the attendance of two secretaries at a professional secretaries international convention will sponsor attendance of technical employees at various local and national computer conferences, will encourage secretarial and technical rotations for career broadening experiences and will continue to move technical employees into junior analyst positions.

-- SOVA is giving out of cycle promotions to recognize especially outstanding analysts, awarding QSIs and cash awards for sustained excellent performance.

-- SOVA has designed a new seven week intensive Russian language course.

OCR

- -- The office has published a memorandum to all division and branch chiefs listing ten new procedures delegating authority downward on recruitment, selection, vacancy notices, use of informal notes in lieu of formal correspondence.
- -- Branch chiefs are authorized to approve outside training requests.
- -- Authority has been lowered to approve purchase orders for books and periodicals.
- -- Authority to approve biographic reports has been delegated to division chiefs.
- -- Division chiefs have been authorized to approve requests for installation in headquarters' TV grid.
- -- Non-managerial personnel have been assigned as team leaders to handle special tasks.
- The office has implemented a procedure whereby career service panel ranking groups recommend awards for longterm high quality performance as they evaluate employees.
- -- The office in late May held a 2 1/2 day conference involving employees from all parts of the office on the subject "in pursuit of excellence".

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- -- The office held a conference at ______ to discuss ways of improving operations.
- -- An OCR in-house program to cross-train service personnel in other office services.
- -- OCR has eliminated chain of command routing on requests to take training or attend conferences.
- -- The office introduced simpler forms for data collection for the management information system.

EURA

-- Secretaries are being encouraged to take advantage of training away from Headquarters.

- -- The office will hold its first conference for secretaries in October.
- -- Three EURA economists are organizing a monthly seminar series.
- -- The office is circulating a monthly newsletter to analysts.
- -- The deputy director of the office is meeting individually with all analysts and secretaries who have been in the office less than a year.
- -- The office is adopting a mentor system for all new analysts.
- -- Branch chiefs are able to sign off on draft NID articles.
- -- A task force has been established to improve physical arrangements of various divisions in the office.
- -- The office also has named a task force to conduct their own mini inspection of the office, talking to as many people as possible in the office about a wide range of substantive, administrative and quality of life issues. The team will issue a report in September.

CPAS

- The Cartography, Design and Publications Group has formed a task force to plan for the acquisition and budgeting of technologically advanced equipment for the development and production of maps and graphics.
- -- Another task force is looking into ways to improve the crowded working environment.
- -- A number of employees have been given cash awards.
- -- The office is attempting to resolve a longstanding problem concerning how to fairly compensate CPAS employees who work night shifts.
- -- A first-ever office conference was held in July where the reports of several teams charged with surveying office employees on a variety of issues and problems were presented and discussed.

OEA

-- OEA is promoting greater junior analyst contact with consumers.

-- OEA has sponsored a recent conference for its secretaries and monthly secretarial meetings and briefings are being arranged.

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OIA

- -- Several teams have been established in OIA such as an ADP committee and a new equipment committee to keep analysts and support people aware of initiatives in these areas and to solicit their concerns and opinions.
- -- An OIA clerical and registry committee chaired by the office's deputy director has been formed to communicate with secretaries and other clerical and registry personnel and to address their needs and concerns.

CRES

-- The Imagery Tasking Center has initiated a weekly ITC staff note to pass items of interest within CRES and the DI to its personnel at Headquarters to keep them up to date.

An experienced secretary has been made responsible for maintaining the foreign disclosure data base and also for analysis of data and preparation of memorandum

Two secretaries have attended the COMIREX course at in recognition of their long time contribution in this arena and to improve their understanding of the imagery world.

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Next Steps

concerning the data.

10. Many of the initiatives described above are at first glance very modest or may seem to senior managers even as trivial. Nevertheless, these measures address matters that are of great concern to employees at all levels and, I believe, demonstrate a far more aggressive attitude by DI managers to take a more sympathetic and involved attitude toward improving the quality of life for our employees, reducing bureaucracy and taking advantage of new approaches to improve our substantive work. In just three or four months the total number of these initiatives taken by managers to involve employees in the decision process and to address their concerns is staggering.

- 11. Beyond the policies announced in my newsletter, the Directorate has taken a number of its own initiatives to include:
 - -- An extraordinary recruitment effort of our own involving the dispatch of many analysts to scores of campuses to make direct contact.

- -- A special program for potential minority employees developed by the Minority Affairs Panel.
- -- Involvement of functional advisory panels in training activities.
- -- The convocation of conferences for colleague placement directors from all over the US.
- -- The development of Directorate recruiting pamphlets.
- -- Checklists for new EODs.
- -- Interviews with all employees leaving the Directorate both as reassignments and separations in the hope to reduce attrition rates.

Robert M. Gates
Deputy Director for Intelligence

Attachment: DDI Newsletter 25X1 25X1

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SUBJECT: Search for Excellence Program

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